FOR OFFICIAL USE
ONLY

Report No: PPHI00629

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT PAPER
ON A
PROPOSED GRANT FROM THE JAPANESE SOCIAL
DEVELOPMENT FUND
IN THE AMOUNT OF
2.75(US$M)
AND A
PROPOSED GRANT FROM THE EARLY LEARNING PARTNERSHIP MULTI-DONOR TRUST FUND IN THE AMOUNT OF 1.40
(US$M)
TO
YAYASAN PEMBERDAYAAN PEREMPUAN KEPALA
KELUARGA (PEKKA)
FOR
INDONESIA COMMUNITY-BASED CHILDCARE AND WOMEN'S EMPOWERMENT PROJECT

January 20,
2025

Social Sustainability and Inclusion East Asia And Pacific

CURRENCY EQUIVALENTS

(Exchange Rate Effective {X, 2024})

Currency Unit =
= US$1

FISCAL YEAR
January 1 - December 31

Regional Vice President: Manuela V. Ferro Regional Director: Anna Wellenstein
Country Director: Carolyn Turk
Practice Manager: Ingo Wiederhofer
Task Team Leader(s): Emcet Oktay Tas

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

ACORNYMS AND
ABBREVIATIONS

AWPB Annual Work Plan and Budget
CCDR Country Climate and Development Report
CPF Country Partnership Framework
DA Designated Account
ECED Early Childhood Education and Development
ELP MDTF Early Learning Partnership Multi-Donor Trust
Fund
ESCP Environmental and Social Commitment Plan
ESRS Environmental and Social Review Summary
ESS Environmental and Social Standards
FGRM Feedback Grievance Redress Mechanism
FLFP Female Labor Force Participation
FM Financial Management
FMA Financial Management Assessment
GBV Gender Based Violence
GHG Green House Gas
GRS Grievance Redress Service
IFR Interim Financial Report
IGSES Implementation Guidelines for Social and
Environmental Safeguards
JSDF Japanese Social Development Fund
KB Playgroups (Kelompok Bermain)
LMP Labor Management Plan
MEL Monitoring, Evaluation and Learning
MIS Management Information System
NDC Nationally Determined Contribution
PMU Project Management Unit
PNPM National Community Empowerment Program (Program
Nasional Pemberdayaan Masyarakat)
POM Project Operations Manual
PPSD Project Procurement Strategy for Development
RA Islamic ECED Centers (Raudhatul Athfal)
RFQ Request for Quotation
RPJMN Medium-Term National Development Plan (Rencana

Pembangunan Jangka Menengah Nasional)
RPJPN Long-Term National Development Plan (Rencana
Pembangunan Jangka Panjang Nasional)
SEA/SH Sexual exploitation and abuse/sexual harassment
SEP Stakeholder Engagement Plan
SOP Standard Operating Procedures
SPS Similar Preschool Unit (Satuan Paud Sejenis)
STEP Systematic Tracking of Exchanges in Procurement
TK Kindergartens (Taman Kanak-kanak)
TOC Theory of Change
TOR Terms of Reference
TPA Daycare Centers (Tempat Penitipan Anak)

@#&OPS~Doctype~OPS^dynamics@padsgbasicinformation#doctempla te
BASIC INFORMATION

Project Beneficiary(ies)
Operation Name

Indonesia Community-Based Childcare and Women's
Indonesia

Empowerment Project
Financing Instrument
Classification
Investment Project Financing (IPF)
Small Grants
Approval Date Closing Date
Environmental and Social Risk Classification
20-Jan-2025 29-Dec-2028
Low
Approval Authority Bank/IFC Collaboration
CD Decision No

Proposed Development Objective(s)
The Project Development Objective is to improve community-based childcare provision and women’s economic participation in selected villages.

Components
Component Name
Cost (US$)
Improving Quality and Accessibility of Childcare Services 1,651,075.00
Women’s Economic and Social Empowerment
691,036.00
Community Advocacy to Ensure Support and Sustainability of Childcare

842,278.00
Initiatives
Project management and Administration, Monitoring and

Evaluation, and

967,905.00
Knowledge Dissemination

@#&OPS~Doctype~OPS^dynamics@padborrower#doctemplate

Organizations

Borrower: Yayasan Pemberdayaan
Perempuan Kepala Keluarga (PEKKA)

Contact Title
Telephone No. Email
Rudianto SE Head of Secretariat
62218609325 rudianto@pekka.co.id
Implementing Agency: Yayasan Pemberdayaan
Perempuan Kepala Keluarga (PEKKA)

Contact Title
Telephone No. Email
Fitria Villa Sahara Co-Director
628111122867 fitriavillasahara@pekka.or.id
IR Romlawati Co-Director
62218609325 romlawati@pekka.co.id

@#&OPS~Doctype~OPS^dynamics@padfinancingsummary#doctemplate PROJECT FINANCING DATA (US$, Millions)

Maximizing Finance for Development

Is this an MFD-Enabling Project (MFD-EP)? No

Is this project Private Capital Enabling (PCE)? No

SUMMARY

Total Operation Cost
4.15

Total Financing
4.15

Financing Gap
0.00

DETAILS

Non-World Bank Group Financing Trust Funds
4.15

Early Learning Partnership
1.40
Japan Social Development Fund
2.75

@#&OPS~Doctype~OPS^dynamics@paddisbursementprojection#docte mplate
Expected Disbursements (US$, Millions)
WB Fiscal Year 2025 2026
2027 2028 2029
Annual 0.43 1.00
1.75 0.75 0.25
Cumulative 0.43 1.43
3.18 3.93 4.18

@#&OPS~Doctype~OPS^dynamics@padsgprocessing#doctemplate FINANCING & IMPLEMENTATION MODALITIES

Situations of Urgent Need of Assistance or Capacity Constraints
[ ] Fragile State(s)
[ ] Fragile within a non-fragile Country
[ ] Small State(s)
[ ] Conflict
[ ] Responding to Natural or Man-made Disaster Other Situations
[ ] Financial Intermediaries (FI)
[ ] Series of Projects (SOP)
[ ] Performance-Based Conditions (PBCs)
[ ] Contingent Emergency Response Component (CERC) [ ] Alternative Procurement Arrangements (APA)
[ ] Hands-on Expanded Implementation Support (HEIS)

Practice Area (Lead)
Social Sustainability and Inclusion

Contributing Practice Areas
Education; Gender; Social Protection & Jobs

@#&OPS~Doctype~OPS^dynamics@padrisk#doctemplate OVERALL RISK RATING

Risk Category
Rating
Overall
⚫ Low

@#&OPS~Doctype~OPS^dynamics@padcompliance#doctemplate POLICY COMPLIANCE

Policy
Does the project depart from the CPF in content or in other significant respects?
[ ] Yes [✓] No

Does the project require any waivers of Bank policies?
[ ] Yes [✓] No

ENVIRONMENTAL AND SOCIAL

Environmental and Social Standards Relevance Given its Context at the Time of Appraisal
E & S Standards
Relevance
ESS 1: Assessment and Management of Environmental and Social Risks and

Relevant
Impacts

ESS 10: Stakeholder Engagement and Information Disclosure Relevant
ESS 2: Labor and Working Conditions
Relevant
ESS 3: Resource Efficiency and Pollution Prevention and Management Relevant
ESS 4: Community Health and Safety
Relevant

ESS 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement Not Currently Relevant
ESS 6: Biodiversity Conservation and Sustainable Management of Living Natural

Not Currently Relevant
Resources

ESS 7: Indigenous Peoples/Sub-Saharan African Historically Underserved

Relevant
Traditional Local Communities
ESS 8: Cultural Heritage
Not Currently Relevant
ESS 9: Financial Intermediaries
Not Currently Relevant
NOTE: For further information regarding the World Bank’s due diligence assessment of the Project’s potential environmental and social risks and impacts, please refer to the Project’s Appraisal Environmental and Social Review Summary (ESRS).

@#&OPS~Doctype~OPS^dynamics@padlegalcovenants#doctemplate LEGAL
Legal Covenants
Sections and Description

@#&OPS~Doctype~OPS^dynamics@padconditions#doctemplate Conditions
Type Citation Description Financing Source

The Project shall not

become effective until

evidence satisfactory to the

Bank has been furnished to

the Bank that the Project

Operations Manual (POM)
Effectiveness 1 referred to in Section Trust Funds

2.03(D) of the Grant

Agreement has been

prepared and adopted by

the Recipient in a form and

substance satisfactory to

the Bank.

@#&OPS~Doctype~OPS^dynamics@padteam#doctemplate
PROJECT TEAM

Bank Staff
Name Role
Specialization Unit
Emcet Oktay Tas Team Leader(ADM Responsible)
SEAS2
I Gusti Ngurah Wijaya Financial Management
Specialist(ADM

EEAG2
Kusuma Responsible)
Gigih Pribadi Procurement Specialist(ADM
Responsible) EEAR2

Hani Maisarah Binti
Environmental Specialist(ADM Responsible) SEAE1
Mohamad
Nizia Maria Sarmento
Social Specialist(ADM
Responsible) SEAS2
Lopes da Cruz de Deus
Mohammad Nadeem Counsel
LEGAS
Sri Hastuti Procurement Team
EAITL

Chatarina Ayu Widiarti Team Member
SEAS2
Ririn Salwa Purnamasari Team Member EEAPV

Hillary C. Johnson Team Member
EAPCE
Khariroh LNU Team Member
SEAS2
Najaf Zahra Team Member
SEAS2
Enurlaela Hasanah Team Member
SEAS2
Dewitri LNU Team Member
EAITL
Forest Brach Jarvis Team Member
EAPCE
Sandra Dewi Arifiani Team Member
SEAS2
Shinsaku Nomura Team Member
HEAED

TABLE OF CONTENTS

I. STRATEGIC
CONTEXT ....

. . . .

. . . . 1
A. Country
Context ....

. . . .

. . . . 1
B. Sectoral and Institutional
Context ....
. . . . 2

C. Higher Level Objectives to which the Project Contributes ....
. . . . 4
II. PROJECT DEVELOPMENT
OBJECTIVES ....
. . . . 5
A. Project Development Objectives (PDO)..
. . . . 5
B. Project
Beneficiaries ....

. . . .

. . . . 5
C. PDO-Level Results Indicators ....

. . . .

. 6
III. PROJECT
DESCRIPTION ....

. . . .

. 7

A. Project
Components ....
. . . .

. . . . 7

B. Project Cost and Financing..

. . . .

. 11
IV.
IMPLEMENTATION ....

. . . .

. . . . 11

A. Institutional and Implementation Arrangements...
. . . . 11

B. Results Monitoring and
Evaluation ....
. . . . 13
C.
Sustainability ....
. . . .

. . . . 13
V. KEY
RISKS ....

. . . .

. . . . 14

A. Overall Risk Rating and Explanation of Key
Risks ....
. . . . 14
VI. APPRAISAL
SUMMARY ....

. . . .

15
A. Technical, Economic and Financial
Analysis ....
. . . . 15
B.

Fiduciary..
. . . .

. . . . 16
C. Paris
Alignment ....
. . . .

. . . . 17

D. Legal Operational
Policies ....

. . . .

. 17

E. Environmental and Social ....

. . . .

18
VII. WORLD BANK GRIEVANCE
REDRESS ....
. . . . 19
VIII. RESULTS FRAMEWORK AND
MONITORING ....
. . . . 20
ANNEX 1: FINANCIAL MANAGEMENT
ARRANGEMENTS ....
. . . . 28
ANNEX 2: PROCUREMENT
ARRANGEMENTS ....
. . . . 30

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

I. STRATEGIC CONTEXT

A. Country Context

1. Indonesia has achieved impressive economic growth and poverty reduction in the past two decades, but women’s participation in the economy has remained unchanged. From 2002 to 2021, extreme poverty (population living
on less than US$1.90 2011 purchasing power parity per day) dropped from 19 to 2.2 percent and the national poverty rate

has fallen to single digits. Steady economic growth and job creation has expanded economic opportunities and Indonesia attained upper-middle-income status in 2023. However, the female labor force participation (FLFP) rate has fluctuated at

around 51-53 percent over the last two decades, despite structural changes to the economy, gains in education, and declining fertility. The gap between the labor force participation of men and women is among the highest in Southeast
Asia at around 30 percentage points. While 90 percent of married men work uninterrupted from ages 20 to 60, married women reach their peak labor force participation after the peak childrearing years, at around age 45.

2. Limited access to affordable and quality childcare hinders women’s economic participation, economic growth, and social well-being. The persistent gender employment gap is in large part due to women’s disproportionate share of care responsibilities, particularly childcare. Indonesia’s labor force survey shows that around 40 percent of women in wage
employment drop out of the labor force after marriage and childbirth, with almost half of these women citing family-

related reasons. Most care provision in Indonesia is concentrated in informal arrangements, where mothers, family
members, informal domestic workers, and extended networks share caregiving roles.1 Expanded access to early childhood education and development (ECED) services would promote women to participate in the labor force,2 as well as having economy-wide gains through improvements in employment, earnings, and productivity.3 It is estimated that increasing
the FLFP rate to 58 percent through a childcare subsidy would contribute an additional $62 billion to the economy or 0.7
percentage points to economic growth per year.4 Access to quality childcare would also promote children’s well-being, especially for children from rural areas and low-income families.5

3. The Government of Indonesia (GoI) has made commitments to increase women’s economic participation and invest in the care economy.6 The critical role of care in women’s economic participation and social well-being is explicitly
recognized in the Long-Term National Development Plan (Rencana Pembangunan Jangka Panjang Nasional, RPJPN) 2025– 2045. Further, the Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional, RPJMN) 2025–
2029 includes an ambitious FLFP target of 70 percent. Recognizing that this significant increase from the previous FLFP
target of 55 percent under RPJMN 2019–2024 is unlikely to be met without addressing the work-care nexus, the GoI has adopted the Care Economy Roadmap and National Action Plan 2025-2025 (Peta Jalan dan Rencana Aksi Nasional Ekonomi

1 Tas, Emcet Oktay; Ririn Purnamasari; Shaianne Osterreich; Tanima Ahmed; Najaf Zahra; Antonia Doncheva. The Care Economy in Indonesia: A
Pathway for Women’s Economic Participation and Social Well-being. Washington, D.C.: World Bank Group.
2 Halim, D., H.C. Johnson, and E. Perova. 2022. “Preschool Availability and Women’s Employment: Evidence from

Indonesia.�? Economic Development

and Cultural Change 71(1): 39-61.
3 Cali, M., H.C. Johnson, E. Perova, and N.R. Ryandiansyah (2023). Caring for Children and Firms? The Impact of Preschool Expansion on Firm

Productivity. Policy Research working paper no. 10193 Washington, D.C.: World Bank Group.
4 World Bank. 2023. Economic Gains from Investing in Childcare: The Case of Indonesia. Washington, D.C.: World Bank Group.
5 Brinkman, S. A., A. Hasan, H. Jung, A. Kinnell, and M. Pradhan. 2017. “The Impact of Expanding Access to Early Childhood Educ ation Services in Rural

Indonesia.�? Journal of Labor Economics 35 (S1): S305–S335. 6 The care economy consists of paid and unpaid labor and services that support caregiving in all its forms. It includes care provided at home, such as

caregiving for children, the elderly, and those who are ill or have disabilities, and domestic chores. It also includes care provided outside of the home,
such as taking care of persons or households not in one’s direct family.

Page 1

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

Perawatan) to facilitate coordinated action on regulations, policies, and laws supporting the ecosystem for care provision.
The first strategic priority under the roadmap focuses on to “promoting accessible and quality childcare services�?,
with
proposed actions on “developing and piloting ECED models that are responsive to family and community needs; strengthening the protection of ECED workers; improving the standards for the qualification and certification of ECED workers; and developing and testing employer-provided childcare incentives�?.7 The implementation of the roadmap is
expected to begin under RPJMN 2025-2029 with priority actions on testing pilot modalities for care services provision.

B. Sectoral and Institutional Context

4. Indonesia’s public investment in children ages 0–6 focuses on ECED programs (Pendidikan Anak Usia Dini, or PAUD). The PAUD system aims to provide educational stimuli to assist the mental and physical growth and development of children ages 0–6 years to prepare them for further education.8 PAUD facilities can be established by district and city
governments, village governments, individuals, groups of people, or legal entities (badan hukum). Formal PAUD, including
kindergartens (Taman Kanak-kanak, TK) and Islamic ECED centers (Raudhatul Athfal or RA), target children ages 4–6 years
and operate within the preprimary education system. Nonformal PAUD serve children in the 0–6 age group and include
daycare centers (Tempat Penitipan Anak, TPA) and playgroups (Kelompok Bermain, KB). There are numerous informal

programs (Satuan Paud Sejenis, SPS) that cover a range of arrangements, including activities organized in parents’ homes.

5. PAUD governance structure is complex and fragmented, contributing to limited supply, poor quality, and low enrollment rates. The central government is responsible for accrediting PAUD facilities, establishing quality standards,
and establishing a national PAUD curriculum.9 At the national level, PAUD is overseen by the Directorate General of Early
Childhood Education, Primary Education, and Secondary Education at the Ministry of Education, Culture, Research and
Technology (MoECRT). TK and RA, two types of formal PAUD, are regulated by MoECRT and Ministry of Religious Affaris (MoRA), respectively. Ministry of Women’s Empowerment and Child Protection (MoWECP) is responsible for childcare and providing guidelines for daycare facilities in the workplace, while Ministry of Social Affairs (MoSA) regulates children’s
parks. Various other agencies have responsibilities at the national level, such as the National PAUD and Nonformal Education Accreditation Agency (BAN PAUD). At the subnational level, provincial governments oversee the establishment
of PAUD facilities,10 while 500 district and city governments are responsible for education management, licensing,
establishment of local content for curriculums,11 and monitoring the openings and closures of facilities.12

6. PAUD services do not respond to the needs of the population, especially of rural and low-income households. Nearly a quarter million PAUD facilities exist across Indonesia, serving only about 37 percent of the country’s 33 million
children in the 0–6 age group, against a national enrollment target of 77 percent. Children living in rural areas and poorer
households have lower rates of enrollment.13 While many

women face caregiving constraints immediately after childbirth,

7 The roadmap covers seven strategic priorities: (a) developing accessible, quality childcare services; (b) strengthening elderly and long-term care
services; (c) improving inclusive, integrated care services for persons with disabilities, HIV/AIDS, and special needs and other vulnerable groups; (d)
enhancing maternity leave; (e) increasing the involvement of men, including enhancing paternity leave; (f) recognizing decent work for care workers;
and (g) implementing social protection for workers in the care economy.
8 Article 1 (14) of Law No. 20/2003.
9 Law No. 23/2014 on Regional Governments defines the division of responsibility for PAUD oversight.
10 MoECRT Regulation No. 84/2014 on Establishing PAUD Units details this division of authority.
11 Law No. 23/2014 Attachment 1, Section 1(a): Division of Government Affairs in the Education Sector.
12 Article 11, MoECRT Regulation No. 84/2014.
13 Tas, Emcet Oktay; Ririn Purnamasari; Shaianne Osterreich; Tanima Ahmed; Najaf Zahra; Antonia Doncheva. The Care Economy in Indonesia: A

Pathway for Women’s Economic Participation and Social Well-being. Washington, D.C.: World Bank Group.

Page 2

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

only 1.4 percent of facilities fall into the category of daycare centers targeting children 3 months and older (Tempat
Penitipan Anak, TPA).14 About 48 percent of the registered PAUD facilities are kindergartens (Taman Kanak-kanak, TK), which are oriented toward preprimary education for the 4–6 age group, and 42 percent are designated as playgroups (Kelompok Bermain, KB) serving ages 2–4. PAUD facilities have restricted operating hours of 3–4 hours a day, which does
not support the ability of caregivers to seek full-time employment, and less than 50 percent of PAUD meet Minimum Service Standards (MSS).15 Poor service quality, along with considerations of affordability and normative preferences for
care by mothers or female relatives, contribute to low service uptake.

7. In rural areas, childcare provision relies heavily on community resources and women’s unpaid work. About 99 percent of PAUD facilities across Indonesia are operated by communities with the contributions of families and local organizations. PAUD are eligible for public funding, such as through operational assistance grants provided by the central
government as well as discretionary transfers from provincial, district, village governments. However, PAUD administrators typically lack the necessary institutional knowledge and advocacy skills to secure adequate financial support. This means that the costs of childcare services are borne by parents and the community, limiting the types and
quality of services offered, and posing a challenge for poor households and communities. The buildings used for early
childhood education are often basic, with limited rooms and a lack of appropriate facilities to support early childhood

development. In addition, the quality of educators is low, in part due to low educational background and lack of training,
and in part due to low salaries that make attracting and retaining qualified personnel challenging. Typically, a small fraction
of PAUD compensates caretakers at a level comparable to regional prevailing wages for similarly educated workers.16 With
strained community resources, families rely heavily on unpaid caregiving by mothers, family members, and neighbors,
often at the expense of foregone economic participation.

8. Community-based interventions are needed to improve the quality of childcare and support women’s economic empowerment simultaneously. Women are the primary caregivers in Indonesia, spending an average of 13.7 hours per day
on care (including childcare as a primary and secondary activity as well as domestic work), compared to only 3–4 hours by
fathers and family members. This has an adverse impact on their ability to engage in paid work and productive activities.
Mothers of children 0–12 months old are most adversely affected by the disproportionate time commitment for unpaid
care

work, since they are 20 percentage points less likely to participate in the labor force compared to mothers of older children. On
the other hand, improved childcare support for 8 or more hours per day is associated with 29 percentage points increase
in mothers’ workforce participation, a 20 percentage points increase in their probability of working full-time, and a 15

percentage point increase in their probability of having a formal job.17 Women prefer flexible childcare arrangements that
are readily available in their communities, at specific times of the day, and deliver locally responsive and

culturally sensitive
services. Community-based interventions that provide improved childcare and livelihoods support to women would help
ease the unpaid care burden on women; promote improved childcare that are responsive to local needs; and support women and caregivers to find a more favorable balance between their caregiving and economic roles.

14 Data Pokok Pendidikan (Dapodik) database. Ministry of Education and Culture, Research and Technology (MoECRT). 15 Teixeira, J. E. N. F., N. Butcher, E. O. Crawford, S. G. M. Hoosen, E. Martini, S. A. Olmore, R. Purwana, S. R. Vasudevan, and M. Ruiz. 2023. Assessment

of Indonesia’s Early Childhood Education and Development Accreditation Process. Washington, DC: World Bank Group. 16 A survey of PAUD service providers conducted in 2023 found that childcare workers made up less than 2 percent of all PAUD workers. Most PAUD

workers, except those employed in TK, do not hold a bachelor’s degree or equivalent, and only 50 percent of workers are certi fied. These numbers
vary considerably by center type, with TK and KB being more likely to have at least some staff certified.
17 Tas, Emcet Oktay; Ririn Purnamasari; Shaianne Osterreich; Tanima Ahmed; Najaf Zahra; Antonia Doncheva. The Care Economy in Indonesia: A

Pathway for Women’s Economic Participation and Social Well-being. Washington, D.C.: World Bank Group.

Page 3

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

C. Higher Level Objectives to which the Project Contributes

9. The project is aligned with the World Bank’s Indonesia Country Partnership Framework (CPF) for 2021–2025 and
the World Bank Group Gender Strategy 2024-2030. The project will contribute to Engagement Area 3 of the CPF through activities that will improve the quality of childcare services in target communities (Component 1) and a new family
changemaking curriculum on children’s wellbeing (Component 2). Together, these activities will strengthen the quality and equity of education and of skills (CPF Objective 3.1) as well as promote nutrition and health determinants of families
(CPF Objective 3.2). The project’s support to expand access to childcare (Component 1) contributes to the WBG Gender Strategy’s objective on expanding access to and use of enabling services, while the livelihood activities (Component 2)
contribute to expanding and enabling economic opportunities for women. The project also contributes to the WBG Gender Strategy by improving the human capital of children and of care providers; addressing violence against women and girls;
and engaging women as leaders through a participatory approach led by women’s groups.

10. The project is aligned with GoI commitments on the care economy and women’s economic participation. The project will directly contribute to increasing women’s workforce participation, a priority in RPJPN 2025–2045 and RPJMN

2025–2029, both by alleviating women’s care burden through childcare support (Component 1) and by providing livelihoods support for women (Component 2). It also

contributes to the first strategic priority under GoI’s Care Economy
Roadmap and National Action Plan 2025-2025 on promoting accessible and quality childcare services. Activities under Component 1 will contribute to Target 1.1 (developing and piloting ECED models that are responsive to family and community needs); Target 1.4 (improving the competence of ECED workers); and Target 5.1 (strengthening community awareness of the importance of male involvement in care work). Project implementation will overlap with the first phase
of roadmap implementation under RPJMN 2025-2029, which will focus on piloting service provision modalities.

11. The need for innovative solutions to address childcare through community-based interventions provide strong
justification for this pilot project. The institutional and social complexities of childcare provision at the local level, and the
disparities across urban and rural areas, make it necessary for community-based approaches to complement national-level efforts. With support from the Japan Social Development Fund (JSDF) and the Early Learning Partnership Multi-Donor
Trust Fund (ELP MDTF), this project will pilot a unique intervention for childcare support and women’s economic empowerment in rural communities, combining community-led development of and advocacy for childcare services; a nationally coordinated curriculum and standards; and a livelihood support program aimed at maximizing the economic benefits of childcare for women. This will allow for the development of childcare services that are adapted to the diverse
needs of communities in a large country like Indonesia while meeting up-to-date standards. A pilot is essential to proof-
test the model before it can be scaled up. An experimental impact evaluation of the project, made possible by funding from the ELP MDTF, will provide rigorous evidence on how community-led childcare initiatives can impact women, children, and rural households. The pilot will be

complementary to the World Bank’s policy dialogue with the Government
of Indonesia on investing in the care economy.

12. The project is consistent with Indonesia’s Nationally Determined Contribution (NDC) and the Country Climate
and Development Report (CCDR). On mitigation, Indonesia is committed to reducing greenhouse gas (GHG) emissions in key economic sectors. On adaptation, it aims to strengthen resilience to climate change in line with Indonesia’s Long-Term

Strategy for Low Carbon and Climate Resilience 2050 (Long Term Strategy) and the National Adaptation Plan, which outlines efforts in four priority sectors. This operation does not hinder the achievement of these goals. Climate action
priorities under the Indonesia CCDR include decarbonization of the energy sector, protecting and restoring peatlands and

Page 4

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

forestlands, investing in low-carbon transport, and improving flood resilience.18 This operation will not hinder the
achievement of these efforts either.

II. PROJECT DEVELOPMENT OBJECTIVES

A. Project Development Objectives (PDO)

13. The Project Development Objective (PDO) is to improve community-based childcare provision and women’s economic participation in selected villages. The PDO will be achieved through a multi-pronged approach. Accessibility of
childcare services will be enhanced through improvements to existing services or establishment of new services in villages
where coverage is insufficient to meet demand. The project will also improve the quality of childcare services by providing
basic learning materials for children; establishing guidelines and minimum quality standards; providing a family
changemaking class to mothers, fathers, and caretakers; and adopting an updated curriculum for children’s development. Women’s economic outcomes will be improved through targeted livelihood support activities for mothers whose children are enrolled in childcare services. This will include livelihood skills training, support in accessing inputs and markets, and
access to economic cooperatives and networks. Finally, the project will engage in advocacy to secure financial support for
childcare services from village and district governments to promote sustainability beyond the project lifetime. The Theory

of Change (TOC) is provided in Figure 1.

B. Project Beneficiaries

14. The project will be implemented in 100 villages across 9 provinces of Indonesia. The project’s geographic spread
accounts for Indonesia’s size and the associated diversity of care needs and barriers to women’s economic participation.
The selected provinces are Aceh, North Sumatra, West Kalimantan, Banten, Central Java, West Java, East Java, Yogyakarta,
and West Nusa Tenggara. In these provinces, the PEKKA Foundation (the implementing agency and grant recipient) has a
strong network of local Pekka unions to implement the project.19 Within each province, districts have been identified
based on the interest and capacity of the district level Pekka union to implement the project and based on previous experience of Pekka cadres in childcare provision. Within districts, the selected villages include 27 villages where there is
already an active PAUD or childcare service operated by PEKKA, and 73 villages that are chosen randomly from a longlist
of 200 villages to allow for an experimental impact evaluation. All villages targeted by the project are in rural areas, are
considered poor, and need improved childcare services.20

15. The direct beneficiaries are households who enroll their children in childcare services in the selected villages.
The project will directly benefit 3,000 households or an average of 30 households per village. While the project will target
communities that would benefit most from childcare, steps will be taken to ensure that marginalized households within the selected villages, including female-headed households and households that are in the lower half of the village

income

18 World Bank, 2023. Indonesia Country Climate and Development Report. Report, World Bank Group, Washington D.C.
19 “PEKKA�? refers to the national-level PEKKA Foundation (Yayasan Pemberdayaan Perempuan Keluarga), while “Pekka�? refers to local-level unions
and cadres. Pekka unions are membership-based organizations for female household heads that are responsible for community organization,
advocacy, and implementing community-level programs.
20 A pre-intervention needs assessment survey of Pekka cadres in 232 villages was used as a basis for determining the level of village demand for

childcare and the existing capacity and interest of Pekka union cadres.

Page 5

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

distribution, are able to access childcare services. Under Component 1, children will benefit from new or improved childcare facilities and innovative curriculum; their households (particularly, mothers) will benefit from livelihood support
and adult education programs; and care workers will benefit from training and certification offered through the project.
Under Component 2, livelihood support programs will directly target women in households availing of childcare services.

16. The indirect beneficiaries include other childcare facilities and households in the selected villages and those in
nearby villages. Project activities under Component 1, including the curriculum, parent education classes, and guidelines
for establishing community-based childcare projects, will be shared widely within the selected villages to allow any other
existing childcare centers to follow the same model. In addition, activities in the last two years of the project will advocate
for the take-up of the project activities by other villages and organizations. Under Component 2, the project will provide
livelihoods support targeted to households whose children are enrolled in project-supported childcare services. Where possible, these services will be opened to the participation of other households. By improving women’s economic
participation and livelihoods support activities, the project will also contribute to the broader village economy.

Figure 1:

Project Theory of Change

C. PDO-Level Results Indicators
• Number of children enrolled in childcare services
supported by the project.
• Number of supported childcare services with high
quality standards.
• Beneficiaries with increased economic participation
after benefitting from improved childcare services.
• Number of childcare services receiving increased
support from governments.

Page 6

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

III. PROJECT DESCRIPTION

A. Project Components

Component 1: Improving Quality and Accessibility of Childcare Services ($1.23 million from JSDF; 0.42 million from ELP
MDTF)

17. Component 1 will increase the quality and accessibility of childcare services in target communities using a
community-based approach. This will be achieved through: (i) community-based initiatives to improve quality of childcare
facilities and promote affordability and financial sustainability; (ii) improved pedagogy through an updated and gender-
sensitive curriculum and caretaker training; and (iii) community outreach to increase demand for childcare services.

18. First, the project will improve the capacity and safety of childcare services, lengthen hours of operation, expand
the age categories of children served, and introduce cost and service quality standards. The project will expand the number of children and households with access to care services in all the selected villages. This will include adding
additional rooms or buildings for existing childcare facilities or starting new services in areas where they are not available.
The community-led nature of the intervention means that

facilitators will have discretion in determining the model of
care that is most likely to meet community demand.21 While in some villages the project will support institutional childcare
centers; in other villages alternative models may be supported, such as care within homes, community centers or religious
institutions. All services will provide full-day care or match the working hours of the mothers. The project will also provide
services for children ages 0-2 years if there is demand for it. Monthly fees will be set at an affordable rate for low-income
households and the project will partly cover the cost of activities and uniforms, provide reduced tuition for marginalized
groups, and seek support from local governments. The project will ensure that childcare services meet appropriate
standards for their facilities and material quality.22 PEKKA will establish minimum quality standards for all services,
including physically safe spaces, child-appropriate handwashing and toilet facilities, and age-appropriate materials and
equipment.23 The project will fund limited facility improvements (such as installing handwashing facilities) and educational
materials (such as playground equipment, toys, and educational supplies). Facilitators will encourage donations or in-kind
assistance from the community, where relevant, to promote local ownership of the improved childcare services.

19. Second, the project will support the implementation of a new curriculum, train care workers, and hire care workers in understaffed communities. PEKKA will adopt the Kurikulum Merdeka24 developed by the MoECRT for 4–6-year-olds and support its adaption to the local context (such as involving local cultural traditions into activities or events).25

21 In the first 3 months of project implementation, Pekka unions will conduct extensive consultations to determine what elements of care services
are most essential for mothers and children and are most likely to be supported by households and village governments. The facilitators are going to
be supported with simplified tools and checklists to objectively determine the model of care following these community consultations.
22 All childcare services supported through the project, including new and existing services, will have a location determined by the start of the project.
23 These standards will be described in the Project Operations Manual (POM) and will be based on the ELP ’s Essential Elements of Quality in Childcare

Settings (Kelly, M. and F. Beaton-Day, 2024).
24 The Merdeka is a recent curriculum developed by GoI to improve learning outcomes in literacy and numeracy. It includes new learning targets for

different ages and reforms to pedagogy focused on empowering teachers to make adaptations to their curriculum and teaching strategy based on
the needs of the student body.
25 Kurikulum Merdeka emphasizes adaptation of materials to the needs of students and to the local context, but many childcare centers struggle to

adaptation due to the innovative nature of the curriculum and the lack of in-depth guidance.

Page 7

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

The modules will include age- and context-appropriate modules on gender norms, violence against children, sexual abuse,
and child marriage. As Kurikulum Merdeka covers children ages 4 years and older, PEKKA will develop a curriculum for children below the age of 4. Curriculum development will be done with the assistance of early childhood development and education experts. The project will also provide training to caretakers in all project-supported childcare services in
delivering the developed curriculum and in other aspects related to care of young children. In new and under-staffed childcare services, the project will hire new caretakers. For all caretakers supported under the project, partnerships with
national-level organizations will be explored to provide official certification to ensure they are recognized in that capacity
by the community and the village government. Training will be provided once a year for the duration of the project to account for potential staff turnover and to incorporate any updated pedagogical guidelines.26

20. Third, the project will conduct outreach activities to increase community awareness and demand for childcare services. PEKKA will develop guidelines in the beginning of the project for community outreach, sensitization, and communication, which will be included in the POM. In the first year of the project, Pekka unions will conduct outreach
activities in the selected villages to understand current childcare arrangements, perceptions of childcare and women’s
work, and the needs and expectations of households. This information will be incorporated in the design of childcare services and enable the project to ensure that households with young children are familiar with the childcare service

and
trust that it will provide safe and quality care. The facilitators will be trained on community outreach based on the
curriculum and guidelines developed, conduct more targeted outreach to households that have been identified as having a strong need or demand for childcare services, build trust, and assist in enrollment in childcare services and other project
activities. Outreach will include sensitizing households on the benefits of childcare, including the benefits to early childhood development and long-term learning outcomes and economic benefits to mothers. In areas where households are familiar with childcare services, outreach may focus on the innovative nature of the childcare services provided under
the project, including the updated curriculum, longer hours of operation, and ages of children served.

Component 2: Women’s Economic and Social Empowerment ($0.54 million JSDF; 0.15 million ELP MDTF)

21. Component 2 will supplement the benefits of improved childcare services on mothers through economic and social empowerment activities. While Component 1 will seek to alleviate the care burden on mothers, which is expected to increase their ability to engage in economic activities, Component 2 will address other barriers that may hinder women’s economic participation. Activities under this component will include: (i) capacity-building and livelihood support
services for mothers to improve their skills, employability, and access to economic opportunities and networks; and (ii) a
family changemaking course to promote positive parenting and equitable gender norms within households.27

22. First, the project will provide capacity building and livelihood support services to mothers. Depending on community context and local demand, the capacity-building activities will include entrepreneurship skills training (such as

training in product refinement, packaging, marketing, and digital skills); training in financial literacy and management; and
assistance in obtaining further education (such as degree equivalency packages). The selected capacity-building activities
will partly be based on interventions carried out by Pekka unions, adapted to fit the needs of mothers, and partly on the

26 All caretakers who take part in the training will be administered a post-course assessment to ensure that they understand the content

of the course
and are able to operationalize it in childcare services. 27 Activities under Component 2 will target households of children enrolled in supported childcare services, though they may be offered to other

households in the community if there is sufficient capacity and demand.

Page 8

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

needs, aspirations, and economic opportunities available in the community.28 Trainings may be delivered in or near childcare facilities, allowing women to join trainings without the competing commitments of care. The project will also
connect women with already-existing services, networks, and trainings delivered by other organizations (such as trainings
provided by government agencies, NGOs, networks of female entrepreneurs or female farmers); free or discounted inputs for farmers; subsidized loans for microentrepreneurs; and access to Pekka-led programs (such as cooperatives, savings and loans groups, wholesale markets, and leadership training). Finally, the project will provide on-demand individualized
assistance to mothers, such as advising them on business plans or potential income sources and assisting with applying
for formal or wage employment.

23. The capacity building and livelihood support activities will be tailored to each local context. The geographical
diversity of project sites makes a one-size-fits-all model of capacity building livelihood support infeasible. In designing
these activities, PEKKA will leverage the expertise of facilitators, Pekka cadres, and district-level Pekka unions. In the first
3 months of project implementation, a market analysis of project sites will be conducted to understand the economic opportunities for women, binding constraints to women’s economic participation, and the potential for different economic activities that can be supported under the project. The latter will inform the design of interventions and
customize them to the needs of each community. For the

purposes of the impact evaluation, the rollout of the activities
will be randomized and phased, with some villages receiving capacity building and livelihood support within the first year
and others beginning activities after the midterm.29

24. Second, the project will deliver a family changemaking course for the parents of children attending childcare
services. The Family Changemaking Course, an existing PEKKA program, will address gender norms for men and women,
as well as incorporating educational materials on maternal and child nutrition, positive parenting practices, and reducing
violence against children. Toolkits will be created for addressing gender-related issues in the household, including divorce
and other family situations; supporting the families of migrant workers; and empowering fathers, grandparents, and other
household members to share caregiving roles. The course will also emphasize women’s empowerment within the household; address gender norms related to work and caregiving and respective roles in the household; decision-making
and control over resources; and mobility.

Component 3: Community Advocacy to Ensure Support and Sustainability of Childcare Initiatives ($0.60 million JSDF;
0.24 million ELP MDTF)

25. Component 3 will mobilize support for community-based childcare through advocacy with communities and subnational and national governments. The advocacy activities will target three main objectives. First, it will equip key
stakeholders, such as community activists and village- or district-level officials, to understand the roles and responsibilities
of different government institutions in managing childcare

services. Second, it will seek to increase funding from government entities and other sources dedicated to childcare services, including community-based childcare.30 Third, the
project will advocate for changes to rules and regulations to contribute to making it easier to launch and sustain childcare
services, such as streamlining the process by which PAUD receive accreditation and funding.

28 During the market analysis and training process facilitators will assemble a list of potential services available for women in their community and
assist women wishing to take advantage of them.
29 This will allow for an impact evaluation to determine whether childcare alone is sufficient to increase women’s economic part icipation or if add-

on interventions can lead to stronger impacts.
30 This funding may come from village and district governments, which are most likely to provide funding to childcare facilities in their local areas,

but increasing funding dedicated to childcare at the national level will also be a target for policy advocacy efforts of PEKKA.

Page 9

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

26. At the village level, Pekka unions will advocate to village governments to increase support for childcare services.
Advocacy objectives will include increasing the allocation of village funds to caretaker salaries or educational materials, as
allowed under current regulations; donating land, buildings, or facilities to childcare facilities; and providing utilities or
maintenance of facilities. PEKKA will develop a manual for facilitators with guidelines on laws and policies related to

funding childcare services through village budgets and provide training on strategies based on experiences with village-
level advocacy. Facilitators will meet with village officials to advocate for supporting childcare services, make the case for
increased investment of village funds or resources during village forums, and organize multi-stakeholder forums where parents and other community groups can communicate their needs related to village governments. PEKKA will maintain constant communication with Pekka unions, cadres, and facilitators to facilitate knowledge sharing and provide a platform
for advice and recommendations.

27. At the subdistrict, district, provincial and national levels, PEKKA will advocate for improvements to childcare
and the care economy. At the subnational levels (subdistrict, district, and provincial), advocacy efforts will include seeking
accreditation and endorsement of existing childcare services and ensuring that caretakers in accredited childcare services

receive salary support from subnational governments under existing regulations. It will also include advocating for policy
changes to make local policies more supportive, such as increasing budget allocations for childcare and early childhood
education, reducing administrative burdens for administrators and caretakers, and making economic and livelihood
support programs more accessible for mothers of young children. At the national level, PEKKA will monitor and support
the implementation of the GoI’s Care Economy Roadmap and National Action Plan 2024-2045, including through national-level forums on the care economy to bring government ministries with civil society, and will participate in other forums
to present recommendations based on the implementation lessons from this project. These forums will provide a platform
for government agencies and other organizations to guide policy discussions on the care economy and ensuring it delivers
benefits for children, mothers, families, and communities.

Component 4: Project Management and Administration, Monitoring and Evaluation, and Knowledge Dissemination ($0.38 million JSDF; 0.59 million ELP MDTF)

28. Component 4 will support project management at the national and subnational level. Activities under this component will include: (i) project management, administration, and supervision of project implementation; (ii) project
monitoring and evaluation (M&E), including participatory monitoring and independent audits; and (iii) knowledge production and dissemination, including an impact evaluation of the childcare and livelihood support components.

29. The project will finance project management, administration, and supervision by the PEKKA Foundation.

This
will include planning and managing the rollout of project activities, coordinating with regional Pekka unions, and leading
national-level activities such as training facilitators, designing curricula, and carrying out advocacy work. The national-level
project staff will include the Co-Director, Head of PEKKA Secretariat, Program Manager, Activity Coordinators, Operations
Manager, Monitoring, Evaluation and Learning (MEL) Manager, and Regional Sub-Grant Coordinators. The national project management office will coordinate with and gather data from subnational teams and provide consolidated semi-annual project reports to the World Bank, including progress reports and financial reports. The project management team will
also coordinate the Project Launch activities and will produce the Project Completion Report.

30. The project will finance M&E activities. The M&E framework that will be developed by PEKKA and included in the
POM will capture and report on the project’s achievements and results. Internal and external audits, participatory

Page 10

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

monitoring, citizen journalists at the village level, and annual reports will be used to continually refine the framework,
define targets, and contribute to results measurement and dissemination. The project’s M&E activities will be carried out
at the subnational level and coordinated at the national level. An independent firm will be contracted for annual audits.

31. Finally, the project will finance knowledge production and dissemination, including an impact evaluation. Data
from the M&E framework; baseline, midline and endline surveys (as part of the project’s impact evaluation—see below);
and citizen journalists will be used to generate knowledge products, including reports, briefs, and research papers. Materials developed for other project components, such as the toolkit for establishing, organizing, and funding childcare
initiatives, will be widely disseminated for the benefit of other organizations. The project management team will include
knowledge management staff to coordinate generating these knowledge products and disseminating them to relevant parties, including government agencies, civil society, and academic journals. Finally, PEKKA will work with the World Bank
with financial support from ELP MDTF to carry out an experimental impact evaluation of project interventions. The impact
evaluation will measure the impacts of childcare provision on children and their households, as well as the extent to which
additional livelihood support may deepen impacts for mothers. A data collection firm will be contracted to carry

out

baseline, midline and endline surveys to measure the short-term and long-term impacts of the project.31

B. Project Cost and Financing

31. The project cost is US$4.15 million, allocated to the project components and two fundings sources as below:

Component
JSDF ELP MDTF Total
Improving quality and accessibility of childcare services

$1,231,199 $419,876 $1,651,075
Women’s economic and social empowerment

$536,097 $154,939 $691,036
Community advocacy to ensure support and sustainability of childcare initiatives

$602,318 $239,960 $842,278
Project Management and Administration, Monitoring and Evaluation, and
Knowledge Dissemination
$382,681 $585,225 $967,905

TOTAL (in millions, US$)
$2,752,294 $1,400,000 4,152,294

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements
15

32. PEKKA (Pemberdayaan Perempuan Kepala Keluarga) will be responsible for implementing the project. PEKKA
has over three decades of experience in community organization and collective mobilization, with a particular focus on

31 While 27 of the 100 project sites will be villages where Pekka cadres are managing childcare services, the remaining 73 will be selected randomly
from a list of 200 eligible villages provided by Pekka unions. In approximately half of the targeted 100 villages, livelihood support activities will begin
in the first year of the project, while in the other half they will begin only after a midline survey has been carried out. This multiple treatment arm
design will allow the team to measure the impacts of childcare provision on children and their households as well as the impact of additional livelihood
support on deepening the benefits for mothers.

Page 11

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

marginalized women. It was initiated in 2000 as a partnership between Indonesia’s National Commission on Violence
Against Women (Komisi Nasional Anti Kekerasan terhadap Perempuan, or Komnas Perempuan) and the Ministry of Home Affairs (MoHA). To date, the PEKKA Foundation has organized and trained over 100,000 women in 1,856 villages, 103 districts, and 27 provinces of Indonesia. PEKKA members have also formed economic cooperatives for female-headed households, with 68 district-level PEKKA Unions as well as a PEKKA Union Federation at the national level. Since its founding, PEKKA has built partnerships with several national and sub-national governments, including with the Ministry
of Women’s Empowerment and Child Protection (MoWECP), the Ministry of Villages, Disadvantaged Regions, and Transmigration (MoV), and the Supreme Court. PEKKA has also engaged in numerous collaborations with research and development organizations, including the World Bank and the Japan Social Development Fund.32

33. The PEKKA Foundation will be responsible for project management, administration, and supervision of activities, as well as overall coordination and reporting of project results. PEKKA Foundation will create a project management unit that will oversee the implementation of the project, with oversight provided by the Co-Director. The PMU will comprise several key positions, including a Project Manager, Activity Coordinator for Community Organizing, an
Activity Coordinator for community-based childcare development, an Activity Coordinator for Advocacy and Networks
Strengthening, a Finance Coordinator, four Regional Sub-Grant Monitors, a Monitoring, Evaluation, and Learning (MEL)
Coordinator, Communications Coordinator, Finance Staff,

Management Information System (MIS) Staff, and Administration Staff. The PEKKA Foundation will hire technical experts and consultants for components requiring topical
expertise, such as carrying out market analysis, developing a curriculum for early child development, and quality standards
for childcare services.

34. The PEKKA Foundation will work with Pekka Unions under a subgrant mechanism to implement the project at
the village level. The sub-grant mechanism is a support instrument for improving the organizational capacity and performance for Pekka Unions as local women rights organizations. PEKKA has already selected 13 unions meeting criteria
for effective project management as sub-grantees. Selected Pekka Unions will receive and manage the sub-grant funds based on the contract document consisting of the work and budget plan. Pekka Unions sub-grantees will send monthly reports to PEKKA Foundation as a basis for project updates, financial reports, and payment requests to the funding agency.
PEKKA Foundation has developed a Subgrant Standard Operating Procedures (SOP) as a guideline for the organization to
carry out technical assistance and supervision of the accountability of sub-grant recipient organizations. The SOP provides
guidance for the PEKKA Foundation and subgrantees organizations in the pre-agreement, agreement, implementation,
and closing stages.

35. The project leverages PEKKA’s capacity to deliver childcare and economic empowerment interventions through its extensive local networks. This project combines PEKKA’s past work with innovative features in a multi-pronged approach that ensures complementarity between childcare, early childhood development and women’s economic participation. In villages with strong demand from parents, Pekka unions have established 61 childcare facilities (PAUD

PEKKA). Pekka unions have also organized cooperatives, which provide economic support to female farmers and entrepreneurs, particularly female household heads. A recent intervention has provided adult learning education classes
focusing on functional literacy and numeracy, livelihood skills, and PEKKA has developed a Family Changemaking

32 PEKKA recently implemented KLIK-PEKKA in coordination with the World Bank, where mobile clinics were set up in rural villages to assist
beneficiaries in registering for social assistance, obtaining legal identity documents, and receiving legal assistance. Other recent PEKKA initiatives
include the INKLUSI initiative funded by DFAT, which developed innovate multi-stakeholder approaches for inclusive local development, and PEKKA’s
life-long learning initiative funded by Co-Impact, which provide adult education and empowerment to women at the grassroot level.

Page 12

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

curriculum focused on positive parenting and gender-equal social norms that will be adapted to the context of the project.
PEKKA’s well-established presence in target villages make it uniquely positioned to act as a facilitator, as Pekka union
members have already established relationships with village government organizations and communities. This also allows them to be uniquely aware of and responsive to the needs of the beneficiaries in target villages. PEKKA’s administrative
and coordination capabilities are strong, with a readiness assessment carried out by the World Bank’s Procurement team confirming PEKKA’s capacity to manage a large community-based intervention at the national scale.

B. Results Monitoring and Evaluation

36. The project will have a robust M&E framework along with knowledge and learning activities that will document and disseminate its results. PEKKA will establish a robust M&E framework, system, and accountability structure, which will be detailed in the POM. Internal and external audits, participatory monitoring, and annual reports will be used to

continually refine the framework, define targets, and contribute to results measurement, verification, and dissemination.
Participatory audits will be used as an effective monitoring and internal control mechanism for subgrant management,
and to improve the management and organizational capacity of Pekka unions. In line with the community-based approach, monitoring at the village level will primarily take place through parents’ groups organized by project facilitators. Guidelines
and standards for community monitoring will be developed as

part of the POM and revised based on lessons learned on the ground. The national M&E system will monitor and ensure that the project activities and indicators are being tracked
regularly, consistently, and accurately. The system will include regular activity and results monitoring through the project’s
MIS, annual participatory internal audits carried out by village groups, and annual consultations with representatives from
all project villages. In addition, PEKKA will support citizen journalism by cadres, caregivers, caretakers, and community
members to provide additional documentation of project activities to assist with advocacy and quality assurance efforts,
which will also be used for knowledge dissemination and advocacy activities supported by the project.

C. Sustainability

37. The project will promote sustainability by testing a scalable model for childcare services and women’s economic
empowerment in rural villages. First, the project uses a community-based approach to the identification, implementation,
and monitoring and evaluation of project activities. It is therefore more likely to respond to community needs and have
local ownership. Second, the project builds on existing social networks and local presence of Pekka unions and cadres. The
capacity building activities provided to caretakers and administrators will allow the centers to continue operation beyond
the project lifetime. Third, PEKKA’s decentralized organizational structure will allow the Foundation to continue
supporting the services established under this project. PEKKA has experience in opening and maintaining childcare services, and this project will establish guidelines for

unions and cadres operating childcare services, as well as providing
a ready-made model for other organizations. Fourth, the project will invest in advocacy activities for obtaining financial
support to keep project activities running beyond the project lifetime. Early steps will include community engagement to
ensure sufficient support for childcare services, including support that can be demonstrated in village forums as the community deliberates on the allocation of village funds for the following year. Later steps will include training facilitators
in advocating to village and district governments to ensure funding allocation for childcare facilities, such as through
training on the latest regulations and guidelines that officials are required to follow. Finally, the project will promote
institutional sustainability by aiming to improve the regulatory environment for community-based childcare initiatives,
making it easier to start, run, and receive funding for similar initiatives. The project will also support the implementation
of the Care Economy Roadmap and National Action Plan for 2025-2045, not only by providing a scalable community-based

Page 13

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

childcare and women’s economic empowerment model, but also by engaging with policymakers at the subnational and national level to improve the overall policy and regulatory framework for care provision in Indonesia.

V. KEY RISKS

A. Overall Risk Rating and Explanation of Key Risks

38. The overall risk rating is Moderate (M). Risk has been rated ‘Substantial’ for Technical Design and as ‘Moderate’
in four categories: political and governance; institutional capacity for implementation and sustainability; fiduciary; and
stakeholders.

Risk Categories
Rating
Political and Governance Moderate
Macroeconomic
Low

Sector Strategies and Policies
Low

Technical Design of Project
Substantial
Institutional Capacity for Implementation and Sustainability Moderate Fiduciary
Moderate
Environment and Social
Low
Stakeholders
Moderate

Overall
Moderate

39. The risk associated with the Technical Design of the project is ‘Substantial’. Although PEKKA Foundation has significant experience in implementing the activities under this project, and strong networks at the subnational level, many
aspects of the project require cooperation from communities, parents, village governments, and local organizations.
PEKKA will mitigate this risk by carrying out the project in districts and village with a strong Pekka Union presence, as well
as selecting as target villages some sites that have pre-existing PAUD PEKKA childcare services. Preparatory work for the
project has already commenced to start local mobilization activities and improve Pekka Union’s readiness to roll out activities shortly after approval. These preparatory works included: (i) a scoping study to identify the specific needs of the
potential target villages; (ii) socialization of the project’s approach and strengthening of networks and capacity for
implementation at the village level; (iii) improvement of operational performance; and (iv) capacity building activities for
community-based childcare and community monitoring in potential target villages.

40. The risk associated with Institutional Capacity for Implementation and Sustainability is ‘Moderate’. Possible lack
of support and inter-agency collaboration, human resource limitations, and political conditions and changes pose a risk to
the overall institutional capacity to implement the intervention. In addition, the large and geographically dispersed sample
may lead to difficulties with coordination. The risk can be

mitigated through preparation of a coordination framework, establishment of clear implementing entity agreements, regular interagency working group meetings, improvement of project staff competencies, and cooperation with relevant stakeholders, public communication, improvement of public participation, and adaptation to the government’s changing policy priorities.

Page 14

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

41. The risk associated with Political and Governance is Moderate. There is possible risk due to lack of support from
village and sub-national governments in terms of commitment, village policies, and financial support. From the community
side, there is possible local power contestation, such as competition or conflict of interests between PEKKA and other
village organizations. The project will proactively work towards creating a positive enabling environment and seeking
public support towards improved community outcomes.

42. Stakeholder risks is Moderate. This project requires sufficient demand for the intervention, integration of new
curriculum and improvements and sustained community participation is necessary to keep childcare centers running. The
project areas will be selected based on current conditions of childcare provisions with strong presence of PEKKA Unions,
willingness to participate, and the readiness of local governments and communities. Since the project’s objectives
are

widely supported by government agencies and the public, the project is not expected to generate a strong opposition from most stakeholders. Any opposition will be managed through participatory processes and community involvement in
project activities.

VI. APPRAISAL SUMMARY

A. Technical, Economic and Financial Analysis

43. The project funds activities that have a solid evidence base and economic justification. Globally, studies have
found that expansions in the coverage or hours of childcare and preschools lead to increases in women’s labor force participation and earnings.33 In Vietnam, childcare provision increased women’s labor force participation by approximately
41 percent, while in the Democratic Republic of the Congo an impact evaluation of a low-cost rural childcare intervention
found that it strongly increased all forms of economic participation (including hours worked, employment, wage work,
and entrepreneurship) for both men and women, and increased household incomes by 34 percent.34 In Indonesia, the expansion of preschools has been found significantly increase mothers’ labor force participation35 as well as increasing
firm productivity.36 Early childhood education interventions are also well-established to increase development outcomes
and long-term educational and economic outcomes, particularly in marginalized households that may be unable to a safe
and stimulating home environment for young children.37

44. Improvements to childcare coverage and quality can have positive economic impacts in the short term and long term, for both children and parents. Improvements to childcare services in Component 1 will provide improved pedagogy
and stimulation to young children enrolled in childcare services, and positive impacts on early childhood development
(including physical, cognitive, and socio-emotional outcomes) have been demonstrated to provide long-term benefits in
terms of educational attainment and income. Expansion in the coverage of childcare services will also provide short-term

economic benefits to households, particularly mothers and

other female caretakers. The reduction in unpaid care work will allow mothers to increase their economic participation, including employment, hours worked, and income. Benefits

33 Halim, Daniel, Elizaveta Perova, and Sarah Reynolds. 2021. “Childcare and Mothers’ Labor Market Outcomes in Lower - and Middle-Income

Countries.�? Policy Research Working Paper, Washington, D.C., World Bank Group.
34 Donald, Aletheia, Sara Lowes, and Julia Vaillant. 2023. “Experimental Evidence on Rural Childcare Provision.�?
35 Halim, Daniel, Hillary C. Johnson, and Elizaveta Perova. 2022. “Preschool Availability and Women’s Employment: Evidence from Indonesia.�?

Economic Development and Cultural Change 71(1): 39-61.
36 Cali, Maximiliano, Hillary C. Johnson, Elizaveta Perova, and N abil R. Ryandiansyah. 2022. “Caring for Children and Firms? The Impact of Preschool

Expansion on Firm Productivity.�? World Bank Policy Research Working Paper 10193, Washington D.C., World Bank Group.
37 Devercelli, Amanda and Frances Beaton-Day. 2020. Better Jobs and Brighter Futures: Investing in Childcare to Build Human Capital. Report,

Washington D.C., World Bank Group.

Page 15

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

may also accrue to fathers and elder siblings, who can reduce their time spent on care and increase time dedicated to

schooling or productive activities.

45. Livelihood support will deepen economic benefits to women resulting from improved access to quality childcare services. While childcare services alone have been demonstrated to improve mothers’ economic outcomes, there
are

additional constraints to women’s labor market participation in rural Indonesia, including a lack of human capital, access
to inputs, restricted mobility, and limited economic opportunities. The livelihood support and family changemaking
interventions under Component 2 will address these barriers by building the capacity of mothers and female caretakers to refine products, improve businesses or agricultural practices, increase networks, and seek out additional services, as
well as tackling social norms that limit women’s ability to work outside the household or control their income and employment.

46. The impact evaluation will allow quantification of the project’s economic benefits. As an experimental impact evaluation is embedded in the project, the project will quantitatively measure how the provision of improved childcare
services and livelihood support to women impacts household economic outcomes, such as income, employment, savings, assets, and consumption. This will add to the evidence base on the economic impacts of childcare services, as well as the
added benefits of providing additional economic support. It also allows for a more detailed economic analysis of costs

and
benefits than what is available from the results framework. Results from the impact evaluation will be available 2-3 years
into project effectiveness and will provide inputs into policy dialogue and implementation.

B. Fiduciary

Financial Management

47. PEKKA has sufficient and functioning financial management guidelines and processes. A Financial Management Assessment (FMA) was carried out to assess the adequacy of the financial management system of PEKKA. The Foundation has financial management standard operating procedures (SOP) that describe adequate FM operational procedures and internal control that includes budgeting, payment processes, cash management, accounting, reporting and audit. An
adequate internal control system is in place, which includes sufficient FM staffing that ensure proper segregation of duties
between technical, finance, and accounting functions. PEKKA is also experienced in managing subgrants, with a subgrant manual in place. The latest two years audit of PEKKA provided an unqualified opinion towards PEKKA’s financial statements. PEKKA is also experienced in managing World Bank financed operations. Refresher training on FM will be provided to familiarize the staff with the financial management requirements of the World Bank. The detailed financial
management arrangement for the project is provided in Annex
1. The FMA concludes that the arrangement will satisfy
the World Bank’s minimum requirements under the World Bank Policy IPF effective October 2, 2023, and Bank Directive IPF effective March 13, 2023, to provide with reasonable assurance accurate and timely information on the status of the
grant, as required by the World Bank.

Procurement

48. The project’s Procurement risk is considered moderate. Procurement under the Project will be carried out in
accordance with the World Bank’s Procurement Regulations for IPF Borrowers (Procurement in Investment Project Financing – Goods, Works, Non-Consulting and Consulting Services, Fifth Edition, September 2023) and the specific provisions stipulated in the Grant Agreement and the agreed Procurement Plan. The project will use the Systematic

Page 16

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

Tracking of Exchanges in Procurement (STEP) to plan, record, and track procurement transactions and contract implementation. All relevant procurement and contract documents will be recorded in STEP. A Procurement Capacity Assessment was conducted, which found that PEKKA’s procurement procedure is arranged to conduct small procurement
packages only. Since PEKKA has limited experience in implementing a World Bank-financed project, there is a risk of delay
in the procurement process, especially in the first year of project implementation. However, PEKKA has prepared a Project
Procurement Strategy for Development (PPSD), listed procurement risks, and the Procurement Plan (PP) for the first 18
months of implementation. The PPSD includes a thorough market readiness assessment carried out by PEKKA. During project implementation, PEKKA will submit updates the PPSD and PP to the World Bank for its review and approval. Based on the value, complexity, and nature of the activities (anticipated contracts), it is envisaged all contracts will be subject to
Post Review and therefore the Project Procurement risk is considered moderate. The Bank will carry out post review on an annual basis and will closely supervise procurement processing and contract implementation. The Bank will also provide
training, support, and guidance to PEKKA in updating their forms and procedures, Project Procurement Strategy for Development (PPSD), Procurement Plan and Contract Management. More details on the procurement arrangements
are

provided in Annex 2.

C. Paris Alignment

49. The operation is aligned with the goals of the Paris Agreement on both mitigation and adaptation.

a. On mitigation, activities related to
purchase of educational materials, such as educational supplies,
capacity building and training to enhance
women’s economic and social empowerment, and community advocacy activities to ensure support and
sustainability of childcare initiatives are universally aligned.
Activities related to facility improvements
are limited to minor rehabilitation works to improve childcare
services, such as installing handwashing
stations and toilets, and purchase of playground equipment and
toys are low risk as they involve existing
facilities that are fully electrified, and grid connected without
installation of any energy-intensive
equipment. Thus, the project is not at material risk of having a
negative impact on the country’s low-GHG
emissions development pathway and is considered aligned. b. On adaptation, there are no to low risks
from climate hazards having a material impact on the project.
Indonesia’s vulnerability to climate change
is significant, with the population highly exposed to the impacts of climate change and hydrometeorological disasters. The poorest and most vulnerable in remote
rural areas and densely populated urban
cities are expected to face the most severe impacts. However,
these risks are not expected to have a
material impact on this project given the nature of the activities,
which are focused on capacity building,
training, and advocacy. Risks from climate hazards related to

childcare facility improvements (handwashing
stations, toilets, playgrounds, etc.) are addressed within the activities, since these minor rehabilitation works will be built to climate resilient and resource efficient
design standards. Thus, the operation is
considered aligned.

D. Legal Operational Policies

@#&OPS~Doctype~OPS^dynamics@padlegalpolicy#doctemplate

Page 17

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

Legal Operational Policies
Triggered?
Projects on International Waterways OP 7.50
No
Projects in Disputed Area OP 7.60
No

E. Environmental and Social

50. The overall Environmental and Social risks rating is low. The project will be implemented in 100 villages
across

diverse communities, focusing on improving community-based childcare. The project aims to develop a curriculum on gender equality, childcare, and issues related to violence against children, sexual abuse, and child marriage. It will also
include training sessions and initiatives to empower women through skills development in entrepreneurship, financial literacy, and digital literacy, which will benefit women and their families. The PEKKA Foundation will collaborate with 13
PEKKA Unions which will work with the targeted villages. PEKKA Unions are organizations for women heads of households,
selected from 68 proposals across 9 provinces through an equal opportunities and inclusive selection process. An updated
review of the environmental and social aspects of the locations will be done once they are confirmed. Successful implementation will require collaboration with local governments and community members, especially women heads of
households and women's groups. The project also seeks to engage marginalized groups, including poor households and

indigenous communities, with the assessments beginning once the target locations are identified. Under Component 1, the project will support PAUD schools through PEKKA Unions for small rehabilitation efforts, such as installing handwashing and toilet facilities. The expected environmental and social risks from these activities are minimal, with no
significant negative impacts anticipated. The planned rehabilitation will involve minor improvements, and the associated
risks are well understood. The relevant Environmental and Social Standards (ESS) for the project are ESS1, ESS2, ESS7, and
ESS10. ESS5, ESS6, and ESS8 are not applicable as the rehabilitation work will not involve acquiring new land, and the
targeted PAUD schools are not located in biodiversity areas or near culturally significant sites. Additionally, since the
project is fully funded by JSDF and ELP MDTF, ESS9 is not relevant. PEKKA has prepared Environment and Social Commitment Plan (ESCP) including principles and description of Feedback Grievance Redress Mechanism (FGRM), Stakeholder Engagement Plan (SEP), and Labor Management Procedures (LMP) for disclosure before appraisal. PEKKA is also developing a Standard Operating Procedure (SOP) for Small Rehabilitation Works, which will be approved and disclosed before the approval of proposals for small rehabilitation activities under subgrant proposals.

51. PEKKA’s capacity to manage the E&S risks is moderate. The PEKKA Foundation is the Implementing Agency and
Grant Recipient for this Project. PEKKA is a non-governmental organization based in Jakarta, dedicated to empowering
female heads of households to enhance their living standards and foster active participation in social and political spheres.
PEKKA has experience implementing grants from the Bank, through the National Secretariat for Empowering Women-Headed Households Project (P118813) from 2010 to 2014. The

project was funded by a small JSDF grant of USD 1.8 million,
focused on capacity building and training for female-headed household groups at the village level. While no specific safeguards instruments were developed for Project P118813, the Implementation Guidelines for Social and Environmental Safeguards (IGSES) adhered to the guidelines established under the PNPM umbrella program. PEKKA has extensive experience in community development, facilitation, and advocacy on issues related to labor, gender-based violence (GBV),
and sexual exploitation and abuse/sexual harassment (SEA/SH) and has conducted community-based programs addressing environmental sanitation. The organization recognizes the critical importance of managing environmental and
social risks in the implementation of funded activities, particularly those supported by the World Bank. To ensure effective

Page 18

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

project management, PEKKA will establish a dedicated project management unit, comprising a specialized team with expertise in environmental and social risk management, early childhood development, curriculum development, gender issues, and community engagement. These team members will be recruited following the signing of the grant. Additionally,
PEKKA will develop a comprehensive Project Operations Manual (POM) that outlines guidelines for managing the environmental and social risks associated with the Project. A detailed timeline for the recruitment of the project management team, including specialists in environmental and social risk management, will be documented in the ESCP.

VII. WORLD BANK GRIEVANCE REDRESS

52. Grievance Redress. Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may submit complaints to existing project-level grievance mechanisms or the Bank’s Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address
project-related concerns. Project affected communities and individuals may submit their complaint to the Bank’s independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred, or could occur, as a result of Bank non-compliance with its policies and procedures, and the Dispute
Resolution Service, which provides communities and borrowers with the opportunity to address complaints through
dispute resolution. Complaints may be submitted to the AM at any time after concerns have been brought directly to the attention of Bank Management and after Management has

been given an opportunity to respond. For information
on how to submit complaints to the Bank’s Grievance Redress Service (GRS), visit http://www.worldbank.org/GRS. For
information on how to submit complaints to the Bank’s Accountability Mechanism, visit https://accountability.worldbank.org.

Page 19

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project(P181007)

VIII. RESULTS FRAMEWORK AND MONITORING @#&OPS~Doctype~OPS^dynamics@padsgannexresultframework#docte mplate
Project Development Objective Indicators

Project Development Objective(s)

The Project Development Objective is to improve community-based childcare provision and women’s economic participation in selected villages.

Baseline
Closing Period
Number of households with children enrolled in childcare services supported by the project (Number)

Dec/2028

3,000
➢of which girls (Number)

Dec/2028

1,500
Number of supported childcare services with high quality standards (Number)

Dec/2028

80
Beneficiaries with increased economic participation
after benefitting from improved childcare services (Number)

Dec/2028

1,000
➢of which women (Percentage)

Dec/2028

75

Number of childcare services receiving increased support from governments (Number)

Dec/2028

40

Intermediate Indicators

Page 20

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project(P181007)

Baseline
Closing Period
Number of childcare services with adequate infrastructure and materials (Number)

Dec/2028

100
Number of childcare services with increased coverage (Number)

Dec/2028

75

Number of childcare services with improved pedagogy (Number)

Dec/2028

100
Revised curriculum created and finalized (Yes/No)

Dec/2028

Gender-sensitive curriculum for children ages 0-6 developed and reviewed by experts in

early childhood development
Number of caretakers and administrators demonstrating adequate knowledge of revised curriculum and pedagogy standards (Number)

Dec/2028

200
Market analysis completed and results integrated into design of economic interventions (Yes/No)

Dec/2028

Contracted firm or consultant has completed market analysis of economic opportunities

and needs in target communities and results of report have been integrated into the design

and targeting of economic interventions and facilitator training.
Number of women receiving livelihood support (Number)

Dec/2028

2,000
Number of men and women participating in Family Changemaking course (Number)

Dec/2028

1,500
➢of which men (Percentage)

Dec/2028

Page 21

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project(P181007)

10
Percentage of households with increased women’s economic agency (Percentage)

Dec/2028

15
Number of facilitators trained on policy advocacy and community outreach (Number)

Dec/2028

200
Number of meetings with village governments and village-level forums where support for care economy is discussed (Number)

Dec/2028

600
Number of national-level policy forums where care economy is discussed (Number)

Dec/2028

5

Number of knowledge products developed (Number)

Dec/2028

8

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

Monitoring & Evaluation Plan: PDO Indicators
Number of children enrolled in childcare services supported by the project (Number)
Number of individual children who
have been enrolled in childcare services supported by the project within
Description the project lifetime. Childcare
services are expected to have an average maximum capacity of 30 children,
although some may be larger or
smaller depending on facility constraints and community needs.
End target 3,000
Frequency Biannual
Data source PEKKA monitoring data
Methodology for Data Facilitators in each village
will be expected to provide twice-yearly reports on the number of children
Collection enrolled in childcare services,
including the number that were not enrolled at the time of the previous report.
Responsibility for Data
Pekka unions
Collection
Of which girls (Number) (Sub-indicator)
Description Girls enrolled in childcare services
supported by the project.
End target 1,500
Frequency Biannual
Data source PEKKA monitoring data
Methodology for Data
See above
Collection
Responsibility for Data
Pekka unions
Collection
Number of supported childcare services with high quality

standards (Number)
Childcare services will be
assessed as meeting high quality standards if they meet at least 4 of the following
conditions (including all 3
mandatory conditions) which will be defined in the Project Operations Manual
(POM):
i) Affordable for
low-income households (mandatory)
ii) Safe
infrastructure and adequate materials (mandatory) Description
iii) Trained caretakers
providing updated curriculum (mandatory)
iv) Increased maximum
capacity
v) Provides service
to children 2 years of age or younger
vi) Provides service
from morning to afternoon
vii) At least 80% of
households satisfied with quality of care
End target 80
Frequency Annual
Data source PEKKA monitoring data Facilitators will be expected to
provide annual reports on childcare activities carried out in the supported
services, including changes to
service infrastructure and materials, service cost, service capacity, age ranges
Methodology for Data
covered, operating hours, hiring
and training of caretakers, and curriculum. Participatory audits and
Collection
community monitoring will be
carried out by parents’ groups and other stakeholders, who will provide
annual reports to PEKKA. Responsibility for Data

Pekka cadres or facilitators
and community monitoring groups
Collection
Beneficiaries with increased economic participation after benefitting from improved childcare services (Number) “Increased economic

participation�? is defined as household members of children enrolled in childcare services meeting
Description at least one of the following conditions:
i) Additional
source(s) of income

Page 23

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

ii) Increased hours
dedicated to wage work or self-employment
iii) Increased income
End target 1,000
Frequency Thrice
Data source Household surveys and monitoring data
Comprehensive data on household
economic activity will be collected during household surveys carried out
Methodology for Data with a representative sample of
beneficiary households during the impact evaluation, which will be carried
Collection out at project baseline and
midline. Endline indicators will be gathered using data collected by facilitators
from participating households.
Targets may be revised based on baseline and midline survey data.
Responsibility for Data
Data collection firm Collection
Of which women (Percentage)
Description Women in households benefitting from
childcare services with increased economic participation.
End target 75%
Frequency Thrice
Data source Household surveys and monitoring data
Methodology for Data
See above
Collection
Responsibility for Data
Collection
Number of childcare services receiving increased support from governments (Number)
Number of childcare services
receiving increased funding and/or in-kind support from

state sources,
Description including funding from village
budget, district governments, and government ministries as well as in-kind
support such as land,
infrastructure support or educational materials.
End target 40
Frequency Annual
Data source PEKKA monitoring data
Methodology for Data Facilitators will be expected to
provide annual financial reporting on childcare services, including amount
Collection and sources of funding (including
support from governent and non-government sources). Responsibility for Data
Pekka cadres and facilitators
Collection

Monitoring & Evaluation Plan: Intermediate Results Indicators
Improving quality and accessibility of childcare services Number of childcare services with adequate infrastructure and materials (Number)
Number of childcare services
supported by the project that meet the following conditions:
Description i) Achieves basic safety standards detailed in the POM
ii) Possesses adequate
educational and play materials according to standards detailed in the POM
End target 100
Frequency Annual
Data source PEKKA monitoring data
Methodology for Data
Participatory audits by community
monitoring groups and annual reporting by facilitators. Collection
Responsibility for Data
Pekka cadres and facilitators;
community monitoring groups
Collection

Number of childcare services with increased coverage (Number)
Description Number of childcare services supported by the project that meet at least one of the following conditions:

Page 24

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

i) Increased enrollment
of children compared to baseline
ii) Longer hours of
operation
iii) Larger age range of
admitted children
End target 75
Frequency Annual
Data source PEKKA monitoring data
Methodology for Data
Annual reporting by facilitators Collection
Responsibility for Data
Pekka cadres and facilitators
Collection
Number of childcare services with improved pedagogy (Number)
Number of childcare services that
meet at least one of the following conditions: Description i) At least one caretaker who received and passed caretaker training course
ii) Updated curriculum
delivered to enrolled children
End target 100
Frequency Annual
Data source PEKKA monitoring data
Methodology for Data
Annual reporting by facilitators Collection
Responsibility for Data
Pekka cadres and facilitators
Collection
Revised curriculum created and finalized (Yes/no) Gender-sensitive curriculum for
children ages 0-6 developed and reviewed by experts in early childhood
Description

development
End target Yes
Frequency Once
Data source PEKKA reporting
Methodology for Data
PEKKA reporting following
completion of curriculum
Collection
Responsibility for Data
PEKKA
Collection
Number of caretakers and administrators demonstrating adequate knowledge of revised curriculum and pedagogy standards (Number) (Sub-
indicator)
Number of caretakers and
administrators of supported childcare services receiving a passing grade following
Description training, indicating adequate
knowledge of revised curriculum, pedagogy techniques, and gender-sensitive
education.
End target 200
Frequency Annual
Data source PEKKA monitoring data Methodology for Data
Annual reporting following
training of trainers and awarding of certification Collection
Responsibility for Data
PEKKA
Collection
Women’s economic and social empowerment
Market analysis completed and results integrated into design of economic interventions (Yes/no)
Contracted firm or consultant has
completed market analysis of economic opportunities and needs in target
Description
communities and results of report
have been integrated into the design and targeting of economic

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

interventions and facilitator
training.
End target Yes
Frequency Once
Data source PEKKA reporting Methodology for Data
Report by PEKKA following
completion of study
Collection
Responsibility for Data
PEKKA
Collection
Number of women receiving livelihood support (Number) Number of women in target
communities that have received livelihood support from the project, including
at least one of the following:
i) Entrepreneurship and
livelihoods training
Description ii) Financial literacy
training
iii) Assistance in
obtaining further education
iv) Assistance in
connecting with external support services
v) Targeted economic
support from Pekka cadres
End target 2000
Frequency Annual
Data source Annual reporting by facilitators and
Pekka unions
Methodology for Data
Pekka cadres and facilitators
Collection
Number of men and women participating in Family Changemaking course (Number)
Number of individuals in target

communities participating in Family Changemaking course and attending at
Description
least 75 % of sessions.
End target 1,500
Frequency Annual
Data source Annual reporting by facilitators Methodology for Data
Annual reporting from facilitators
on delivery of Family Changemaking curriculum to households Collection
Responsibility for Data
PEKKA cadres and facilitators
Collection
Of which men (Percentage) (Sub-indicator)
Description Percentage of individuals participating in Family Changemaking course who are men
End target 10%
%Frequency Annual
Data source Annual reporting by facilitators
Methodology for Data
Annual reporting from facilitators
on delivery of Family Changemaking curriculum to households Collection
Responsibility for Data
PEKKA cadres and facilitators
Collection
Percentage of households with increased women’s economic agency (Percentage)
Percentage of households with
enrolled children where women say they have an increased ability to make
Description their own personal decisions about
employment and/or major household expenditures.

End target 15%
Frequency Thrice
Data source Baseline and endline survey,
monitoring data

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

Methodology for Data Baseline and midline data will be
collected through the impact evaluation household surveys. Endline data
Collection will be collected through a
survey of participating households by project facilitators. Responsibility for Data
Data collection firm
Collection
Community advocacy to ensure support and sustainability of childcare initiatives
Number of facilitators trained on policy advocacy and community outreach (Number)
Number of Pekka cadres and
village-level facilitators receiving training based on curriculum and manual
Description
created by PEKKA
End target 200
Frequency Annual
Data source PEKKA annual reports Methodology for Data
Annual reporting by PEKKA on
delivery of training
Collection
Responsibility for Data
PEKKA Secretariat
Collection
Number of meetings with village governments and village-level forums where support for care economy is discussed (Number)
Number of meetings where
facilitators and/or Pekka cadres advocate for village government support for
Description
childcare and the care economy.
End target 600
Frequency Annual

Data source PEKKA monitoring data Methodology for Data
Annual reporting by facilitators
Collection
Responsibility for Data
Pekka cadres and facilitators
Collection
Number of national-level policy forums where care economy is discussed (Number)
Number of multi-stakeholder
forums organized or attended by PEKKA where care economy policy is
Description
discussed and lessons learned
from intervention are presented.
End target 5
Frequency Annual
Data source PEKKA annual reports
Methodology for Data
PEKKA annual reporting on national-
level activities
Collection
Responsibility for Data
PEKKA Secretariat
Collection
Project Management and Administration, Monitoring and Evaluation, and Knowledge Dissemination
Number of knowledge products developed (Number) Number of knowledge products
created using data or information from the project, including reports, policy
Description
briefs, research papers,
datasets, curricula, and manuals.
End target 8
Frequency Annual
Data source PEKKA annual reports
Methodology for Data
PEKKA annual reporting on
national-level activities
Collection
Responsibility for Data

PEKKA Secretariat
Collection

Page 27

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

ANNEX 1: FINANCIAL MANAGEMENT ARRANGEMENTS

Budgeting. The project team have prepared a detailed cost table for the project period. PEKKA will also develop Annual Work Plan and Budget (AWPB) as the basis for disbursement plans. The AWPB will be subject to World Bank review and will require clearance via a No Objection Letter, after which it will be integrated into PEKKA’s accounting
system and utilized for the project’s agreed activities.

Accounting and financial reporting. The project’s accounting will be integrated into PEKKA’s accounting system.
PEKKAS uses SANGO, a financial computerized accounting system designed for a Non-Governmental organization.
The system allows reporting of the receipt and use of funds based on project components/disbursement categories
of each funding source, including for the proposed project. For the activities implemented by the subgrantee, expenditures will be accounted as project expenditures after the financial report and expenditures supporting documents are submitted and validated by PEKKA. Interim Financial Report (IFR) providing financial information of both funding sources will be submitted to the World Bank quarterly to facilitate monitoring in the format agreed with the Bank. The IFR format will also be included in the Project Operations Manual. The report should be
submitted to the World Bank no later than 45 days after each quarter.

Internal control. PEKKA’s Financial management standard operating procedures including the sub-grant manual
that describes the internal control system and FM operational procedures will be applied. It includes budgeting,
payment, cash management, internal control framework,

accounting, and reporting. Segregation of duties is in place and well implemented. No internal audit unit is established in PEKKA. An internal audit will be conducted by
the external audit firm contracted to perform the internal audit with TOR agreed with the World Bank.

Fund flows. Project expenditure will be for goods, consulting services, non-consulting services, training, sub-grant,
incremental operation cost. A designated account will be opened by PEKKA to receive advance from the World
Bank. There will be two segregated account, one for each grant. Access to the designated account follows existing procedures in PEKKA that are considered adequate to support the operations. All payments will be processed
centrally from PEKKA office in Jakarta. Advance to the sub-grantee and cash advance to staff will only be accounted as project’s expenditures once the advance is settled with adequate supporting document submitted to and
reviewed by PEKKA’s finance team.

Disbursement Arrangements. The applicable disbursement methods are Reimbursement and Advance to the
Designated Account (DA). The DA denominated in Indonesian Rupiah (IDR) will be opened in a commercial bank acceptable to the World Bank. There will be two segregated DA in IDR for each grant to finance eligible project expenditures. The ceiling of the advance to the DA will be variable based on six months’ projected expenditures. Reports on the use of the DA funds and requests for additional advances will be based on the quarterly IFR, which
should be submitted to the Bank no later than 45 days after the end of each quarter. PEKKA will be responsible for reconciling the DA and preparing applications for withdrawal of advances and preparing reports on the use of the
DA. All documentation for the expenditures as reported for disbursements would be retained at PEKKA and shall
be made available to the auditors and to the Bank and its representative if requested. The Disbursement category

of the Project will be arranged, as follows:

Page 28

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

Category
JSDF ELP MDTF Total
(1) Goods, Non-Consulting Services and Training
1,329,306 526,965 1,856,271

(2) Consulting Services
161,765 463,099 624,863

(3) Subgrant
1,088,816 314,980 1,403,797

(4) Operating Costs
172,407 94,956 267,363

TOTAL
2,752,294 1,400,000 4,152,294

Audit arrangement. The project’s financial statement will be included in the annual audit toward PEKKA’s financial statement. The institutional audit report with a separate opinion for the project expenditures, will be submitted to the Bank not later than six months after the end of each calendar year. Audited financial reports will be made available to the public.

Supervision Plan. Supervision of project financial management will be performed using a risk-based approach. The
supervision will review the project’s financial management system, including but not limited to accounting, reporting and internal control. The financial management supervision will be conducted by financial management specialist and/or Bank consultants.

The World Bank
Indonesia Community-Based Childcare and Women's Empowerment Project (P181007)

ANNEX 2: PROCUREMENT ARRANGEMENTS

Procurement under the Project will be governed by the World Bank’s Procurement Regulations, September 2023, and the provisions stipulated in the Loan Agreement and approved PP.

The PPSD and PP for the Project have been finalized by PEKKA with the support of the World Bank and form the basis for the contract packages to be procured under the project. The PPSD identifies the risks and sets out relevant mitigation
measures. The PP will be subsequently published through the STEP tool. The PPSD and the PP will be updated annually, or as needed, during implementation to reflect the project needs, improvements in institutional capacity, and adjustments
in procurement risk. They will also be published on the website of the United Nations Development Business (UNDB) and
on the World Bank’s external website. As part of the PPSD, the major procurement categories have been assessed. The procurement packages are designed to ensure that there will be sufficient competition based on supply positioning and suppliers’ preference.

The procurement method and market approach will be determined based on: (i) market analysis; (ii) market engagement
strategy; and (iii) procurement risk analysis. All open international competitive procurement methods will use rated
criteria as the default evaluation approach.

The project shall use the STEP tool to plan, record, and track procurement transactions, as well as monitor contract implementation. The applicable method of procurement for

each specific contract and the World Bank’s review requirements (prior or post review) will depend on the nature, value, and risk of each contract and are specified in the PP
approved by the World Bank. All relevant procurement and contract documents will be recorded in STEP.

On the disclosure of procurement information, the following documents will be disclosed on the website of PEKKA: (i) the PP and updates; (ii) an invitation for bids for goods and non-consulting services for all contracts through open competitive procurement; (iii) request for expression of interest for selection/hiring of consulting services; (iv) contract

awards of goods and non-consulting services procured following international and national procedures; (v) a list of
contracts/purchase orders placed following Request for Quotation (RFQ) procedures on a quarterly basis; and (vi) a list of
contracts following direct selection on a quarterly basis (if any).

For the first 18 months, it is estimated that there will be 9 packages to be procured consisting of 5 packages of goods, 4
consultant packages (Firms and Individuals).

Page 30